



Regional Cooperation Council



This project is funded by the EU

## Open Call for Consulting Services

### Employment and Social Affairs Platform-ESAP 2

**Reference Number: 044-021**

<b>Subject:</b>	Expert on evaluation of the active labour market policies and measures implemented in North Macedonia
<b>Contracting Authority:</b>	Regional Cooperation Council Secretariat
<b>Reporting to:</b>	RCC Secretariat
<b>Duration:</b>	31 May 2021 – 31 July 2021
<b>Number of Posts:</b>	1 individual consultant
<b>Submission of Offer Deadline:</b>	24 May 2021
<b>Reference Number:</b>	<b>044-021</b>

#### Terms of Reference:

#### I Background and Context

The Employment and Social Affairs Platform 2 (ESAP 2) is a regional project, jointly implemented by the Regional Cooperation Council (RCC) and the International Labour Organisation (ILO) over a three-year period, 2019-2022. The objective of ESAP 2 is to assist the 6 Western Balkan economies (Albania, Bosnia and Herzegovina, Kosovo\*, Montenegro, North Macedonia and Serbia) with labour market and social policy reforms in order to improve employment opportunities and working conditions of citizens in the region.

The Government of North Macedonia and the Employment Service Agency of the Republic of North Macedonia (ESA) closely monitor the situation in the labour market of North Macedonia. Throughout the years, as policymakers increased their experience with the design and implementation of active labour market policies (ALMPs), there has been a

---

\* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence

growing need for monitoring and evaluation of ALMPs. The effectiveness of active labour market measures (ALMMs) is of particular importance and has been highlighted in several strategic government documents such as the National Employment Strategy and the National Action Plan on Youth Employment.

The main umbrella strategic document in the Sector of Education, Employment and Social Policy is the Revised Employment and Social Reform Programme – ESRP 2022 which recognises and emphasises the importance of regular and continuous monitoring and evaluation of the performance of active employment measures and labour market services, setting targets and monitoring their implementation.

Taking into consideration the effectiveness and efficiency of the selected set of labour market policies and measures, it is important to prepare a detailed evaluation of the policies and measures implemented in the period from 2017 to 2019 in North Macedonia. The assessment of the effectiveness of ALMMs is regularly conducted through employment outcomes of different programmes or interventions. However, such assessments do not take into account several important elements such as the cost-effectiveness of the programmes, potential loss, substitution effect and comparison of the employment outcomes with unemployed individuals who have not participated in the programme.

## **Objective**

ESAP 2 is seeking a Consultant to prepare the impact evaluation of selected ALMPs implemented by the ESA. The evaluation should focus on selected training programmes such as training for known employer, wage subsidy programme, training sessions for advanced IT skills, training for in-demand occupations and training for drivers. The period of evaluation should be based on assessing not just the short-term (immediate) effectiveness of the programme, but also the longer-term effects. This evaluation should be developed in close consultation with the ESA.

The evaluation should be focused on the overall progress, relevance, efficiency and effectiveness of the selected ALMMs in specified time periods.

The Consultant should also provide key lessons learned in relation to the ALMMs, identify problems, obstacles and challenges in implementation. The Consultant should also provide recommendations for potential adjustments and modifications of the ALMMs with regard to specific vulnerable and marginalised groups.

## **II DESCRIPTION OF RESPONSIBILITIES**

### **Scope of the Assignment/Main activities**

Under the supervision of the ESAP 2 project team and with guidance from the ESA, the Consultant is expected to:

1. Review and analyse effectiveness and efficiency of active labour market policies and measures implemented in the period from 2017 to 2019 in North Macedonia.
2. Analyse whether participation in the active labour market programmes increased the probability of participants to find and retain gainful employment.
3. Analyse whether the design and coverage of the ALMMs and implementation of these measures have been responsive to the challenges faced by North Macedonia.
4. Review and analyse which measures are more effective in achieving the objectives of reducing unemployment and improving employability and whether the selected ALMMs are cost-effective.
5. Analyse what happens with the beneficiaries after participating in the ALMMs.
6. Deliver presentation(s) on key lessons learned and recommendations for potential adjustments and modifications to further improve and develop interventions under the ALMMs with particular focus on specific vulnerable and marginalised groups.

### **Methodology**

The Consultant is expected to conduct the impact evaluation and review the effectiveness and efficiency of the selected set of ALMPs in North Macedonia. The Consultant needs to analyse how the selected set of active labour market policies and measures implemented in the past affects the labour market. The Consultant needs to assess several important elements such as the cost-effectiveness of the programmes, potential loss, substitution effect, comparison of employment outcomes with unemployed individuals who have not participated in the programme, etc. The Consultant needs to provide key lessons learned in relation to the ALMMs areas. The Consultant needs to provide recommendations for potential adjustments and modifications of the selected ALMMs, particularly for vulnerable and marginalised groups.

The ESA will deliver to the Consultant all relevant written materials, reports and data. The documents that will be provided by ESA are in Macedonian language and it is the duty of the Consultant to ensure translation, if needed.

The following guiding principles should be taken into consideration while executing the tasks:

1. Written material of highest technical quality related to the impact evaluation of the active labour market policies and measures.
2. Desk review and analysis of relevant materials on selected active labour market policies and measures, analysis and statistics as required, any other analytical and research method as applicable.
3. Shorter analytical briefs and power point presentation prepared.
4. High-quality technical presentation to the Employment Service Agency at workshops (online or live, subject to pandemic situation).

### **Lines of Communication**

The Consultant will submit all deliverables to the ESAP 2 Project Team Leader, RCC, and ESA for review and approval. The Consultant will work closely with the ESAP 2 and representatives of ESA.

### **Timeframe and tasks**

The service contract will be concluded for a period from 31 May 2021 to 31 July 2021, with following key activities and deliverables:

1. Develop the draft impact assessment methodology to be reviewed by the ESA and finalised based on feedback from ESA and approved by the ESA and the RCC ESAP 2 prior to proceeding with the next step.
2. Based on the approved methodology, complete the analysis of implemented labour market policies and measures, the impact of the labour market policies and measures on vulnerable and marginalised groups, analysis of relevant objectives set in the strategic and operational documents, addressing questions whether the programmes and measures achieved the objectives of reducing unemployment and improved employability in the labour market, and finally addressing all comments from the ESA and ESAP 2 in the draft report, to deliver the final report.
3. Deliver power point presentations to the ESA (in person or online, depending on pandemic context).
4. Prepare analytical briefs from the analysis, key lessons learned and recommendations for potential adjustments and modifications of the selected ALMMs with focus on vulnerable and marginalised groups.

Deliverables:

1. Impact assessment methodology approved by the ESA and RCC ESAP 2 prior to proceeding with the next step. The impact methodology needs to include detailed questionnaire, data sample fully addressing requirements of ESA aligned with the relevant EU and ILO standards and practises on assessment of labour market to be agreed with the ESA and RCC.
2. Completed impact evaluation report of the active labour market programmes implemented by the ESA with recommendations for potential new measures, addressing all ESA and ESAP 2 comments.
3. Power point presentation and analytical briefs.
4. Notes on overall recommendations that can be used for Western Balkans peer learning among Public Employment Services (PES) in WB region.

All deliverables must be submitted in English and Macedonian language.

### **III Profile and Competencies of the Consultant**

The Consultant should possess excellent technical skills and experience highly relevant to the analysis of employment and unemployment in the labour market in North Macedonia in the context of impact evaluation. In addition, the Consultant should have overall excellent analytical skills, be highly responsive to deadlines and working under time pressure to analyse and contextualise empirical evidence, data and draft recommendations, excellent communication and flexibility.

#### *Criteria related to the expert delivering the service:*

<b>Education:</b>	<ul style="list-style-type: none"> <li>• Master degree (or equivalent) in a relevant thematic area (Labour Market) or in a general field (Economics, Management, Social Sciences)</li> </ul>
<b>Experience:</b>	<p>Qualifications and Skills Required:</p> <ul style="list-style-type: none"> <li>• At least 10 years of relevant work experience in labour market, EU and ILO standards and assessment of the labour market impact and ALMPs</li> <li>• Prior experience in assessment of labour market economic trends, measures and ALMPs especially in the context of and using the EU and ILO methodologies</li> <li>• Ability to work with statistical data and indicators from official sources at national and local levels related to the labour market, carry out independent research, develop policy recommendations</li> </ul>

	<ul style="list-style-type: none"> <li>• Excellent analytical skills</li> <li>• Excellent command of computerised office tools</li> </ul>
<b>Language requirements:</b>	<ul style="list-style-type: none"> <li>• Fluency in English, as the official language of the RCC</li> <li>• Fluency in Macedonian desirable</li> </ul>

### **Core Values**

- Demonstrates integrity and fairness by modelling RCC values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### **Core Competencies**

- Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Result-oriented; plans and produces quality results to meet the set goals, generates innovative and practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations clearly;
- Team work: Ability to interact, establish and maintain effective working relations in a culturally diverse team;
- Ability to establish and maintain productive partnerships with regional and national partners and stakeholders.

## **IV      QUALITY CONTROL**

The Consultant should ensure an internal quality control during the implementing phase of the assignment. The quality control should ensure that the draft documents comply with the above requirements and meet adequate quality standards. The quality control should ensure consistency and coherence between findings, conclusions and recommendations. It should also ensure that findings reported are duly substantiated and that conclusions are supported by relevant judgment criteria.

The views expressed in the reports will be those of the Contractor and will not necessarily reflect those of the Regional Cooperation Council. Therefore, a standard disclaimer reflecting this will be included in the report. In this regard, the consultant may or may not accept comments and/or proposals for changes received during the above consultation process. However, when comments/proposals for changes are not agreed by the consultant, he/she should clearly explain the reasons for his/her final decision in a comments table.

### **Quality Control by the Regional Cooperation Council**

The Consultant outputs shall undergo external reviews by relevant stakeholders, including the representatives of the ESAP 2 project team, and the Regional Cooperation Council.

## **Application Rules**

- Qualified candidates are invited to send an application via e-mail to [ProcurementforRCC@rcc.int](mailto:ProcurementforRCC@rcc.int) no later than 24 May 2021 by 12.00 Central European Time;
- The assignment will be awarded to the highest qualified applicant based on the skills, expertise, and the quality of the concept note and the cost-effectiveness of the financial offer;
- The best value for money is established by weighing technical quality against price on a 80/20 basis;
- Only shortlisted candidates might be contacted for a competency-based interview.

The application needs to contain the following:

- Technical Offer
- Financial Offer

### **The Technical Offer must include the following documents:**

- CV, outlining relevant knowledge and experience as described in the Terms of References, along with contact details of referees;
- Concept note describing the main issues, information, research and analytical tools to be employed by the bidder as well as detailed proposal of the work to be undertaken and proposed timeline;
- List of references for relevant activities implemented over the past 3 years demonstrating relevant experience in the subject matter;
- Application Submission Form (Annex I).

### **The Financial Offer**

The financial offer should reflect the following:

- All figures should be expressed in EUR;
- VAT amount, if applicable, should be presented.

Price ceiling for this assignment is EUR 10,000

### **Evaluation rules:**

- The applications are evaluated following these criteria:

<b>EVALUATION GRID</b>	<b>Maximum score</b>
<b>A. Technical Offer (A.1+A.2+A.3)</b>	<b>100</b>

<b>A.1. Track record, references and general experience of the bidder:</b>  Relevant work experience; experience with tasks comparable to the TOR and clients comparable to the Contracting Authority.	30
<b>A.2. Quality and professional capacity of the applicant:</b>  CV satisfies the criteria set forth in the Terms of Reference and demonstrates professional capacity and experience required.	30
<b>A.3 Quality of concept note:</b>  Brief concept note describing the main issues, information, data sources, research and analytical tools to be employed by the author as well as detailed proposal of the work to be undertaken and proposed timeline.	40
<b>B. Financial Proposal/ lowest price has maximum score</b>	<b>100</b>

**Score for offer X =**

**A: [Total quality score (out of 100) of offer X / 100] \* 80 B: [Lowest price / price of offer X] \* 20**

In addition, a competency-based interview may be held with the shortlisted candidates.

**ANNEX I:****APPLICATION SUBMISSION FORM****REF: 044-021**

**Title:** Expert on evaluation of the active labour market policies and measures implemented in  
North Macedonia

**One signed copy** of this Call for Consultancy Submission Form must be supplied.

1 SUBMITTED by:

Name	
Surname	
Address	
Telephone	
Fax	
e-mail	

3 **DECLARATION**

[Name ] \_\_\_\_\_ hereby declares that we have examined and accepted without reserve or restriction the entire contents of the Call for Consultancy 044-021.

And we are not in one of the following situations:

- (a) Bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- (b) Have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
- (c) Have been guilty of grave professional misconduct proven by any means which the Contracting Authority can justify;

- (d) Have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the Contracting Authority or those of the country where the contract is to be performed;
- (e) Have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity.
- (f) Are civil servants or other agents of the public administration of the RCC Participants, regardless of the administrative situation, excluding us from being recruited as experts in contracts financed by the RCC Secretariat.

We offer to provide the services requested in the call for experts on the basis of supplied documentation subject of this call, which comprise our technical offer and our financial offer.

Name and Surname of the Consultant	
Signature	
Date	

## **ANNEX II: BUDGET BREAKDOWN**

**REF: 044-021**

No	Cost categories	Daily fee rate	Total Cost
<b>2</b>	<b>TOTAL COSTS</b>		

Proposed daily fee rate for consulting services should be broadly consistent with the regional framework rates for these types of professional services.